



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

OFFICE OF THE UNDER SECRETARY OF DEFENSE
3000 DEFENSE PENTAGON
WASHINGTON, DC 20301-3000

August 27, 2008

Mr. Calvin Jenkins, Deputy Associate Administrator
Government Contracting Business Development
U. S. Small Business Administration
409 Third Street S.W., Suite 8000
Washington, DC 20416

Re: Small Business Procurement Scorecard for Fiscal Year 2009 Plan

Dear Mr. Jenkins:

The Department of Defense (DoD) is pleased to submit the Small Business Procurement Scorecard for Fiscal Year 2009 Plan. DoD believes that it has thoroughly answered each of the nine questions.

DoD is proud of its small business achievements. The attached Scorecard highlight's the strength of DoD's small business program and the planned efforts for the coming fiscal year.

If you have any questions, please feel free to contact me at 703-604-0024 or anthony.martoccia@osd.mil.

Sincerely,

Anthony Martoccia, Director
Department of Defense Office of Small
Business Programs

Attachment:
As stated



Fiscal Year 2009 Scorecard
Department of Defense Response
29 August 2008

1. Describe how your agency intends to implement its strategic plan to increase the number of competitively awarded contracts to small businesses during FY 2009.

Department of Defense Small Business Programs are integrated into the Under Secretary of Defense (Acquisition, Technology, & Logistics) Strategic Goals Implementation Plan. Small business activities are called out in the following goals:

- Goal 2.2.2 Establish and institutionalize Small Business Program Initiatives that are crosscutting to the Department to improve program and procurement alignment with Department policy objectives, joint capability, and balanced portfolios.
- Goal 5.2.3 Expand non-traditional supplier participation (including Small Businesses) in DoD acquisition.

The Department of Defense (DoD) Office of Small Business Programs (OSBP) has aligned its activities to support the AT&L goals. The mission of the DoD OSBP is to accomplish the following:

- Advise the Secretary of Defense on all matters related to small business.
- Represent the Secretary of Defense on major small business matters addressed at the OSD level.
- Develop DoD-wide small business policy and provide oversight to ensure compliance by all military departments and defense agencies.
- Provide Military Departments, Defense Agencies, and Procurement Technical Assistance Centers (PTACs) with training and tools to foster an environment that encourages small business participation in defense acquisition.

The DoD OSBP is currently in the process of updating its mission, vision and strategic plan. This new plan will focus and coordinate efforts on improving small business contracting within the DoD enterprise and create alignment with the AT&L goals and the critical mission of the Department of Defense. The DoD OSBP Strategic Plan will be completed in fiscal year 2009, and will identify specific initiatives to improve performance in achieving small business goals. Additionally, the DoD OSBP is updating its Service Disabled Veteran Owned Small Business (SDVOSB) Strategic Plan for FY 2009 to strengthen its commitment to SDVOSBs.

The DoD OSBP is looking in to developing policy to implement 10USC2323 to incorporate small business achievement in performance plans for contracting officers. The policy should be implemented in FY 2009.

There are three (3) military departments and 19 other defense agencies within DoD. These agencies have individualized plans to increase small business competitive awards in fiscal year 2009. A sampling of these efforts is described below:

Department of the Air Force

The Air Force Office of Small Business Programs (AFSB) completely overhauled its strategic plan and strategic planning process in FY 2008 by establishing goals, objectives, strategies, actions and metrics which were designed to increase awards to small businesses. The tenants of this plan are carried forward for FY 2009 as well. Goals 1, 3, and 4 are specifically geared to expanding the footprint of small businesses in meeting the mission needs of the Air Force. The particular goals and objectives are addressed where applicable herein. Goal 1, *Create and Deliver the Right Small Business Options and Solutions to the Warfighter*, goes to the heart of increasing competitive awards to small businesses through the accomplishment of the objectives to maximize prime contract awards to small businesses and Historically Black Colleges and Universities/Minority Institutions, and fostering small business involvement in air space and cyberspace technologies.

Defense Financial Accounting Service

The 2008-2009 Defense Financial Accounting Service (DFAS) Small Business Strategic Plan was submitted to the Director, DFAS Contract Services Directorate (CSD) for review and approval. The DFAS Office of Small Business Programs webpage is up and running which increases the visibility of the importance of not only small businesses, but also the firms participating in the socio economic programs and the need to utilize them to the maximum extent practicable for DFAS requirements. A copy of the Strategic Plan signed by the CSD Director is attached. Also, DD-2579's are coordinated with the contract specialists/contracting officers (for procurements estimated over \$10k) to ensure to the maximum extent possible, small business participation for opportunities for DFAS Federal contracting dollars.

Defense Intelligence Agency

The Defense Intelligence Agency (DIA) OSBP has implemented an aggressive strategic plan to increase opportunities for small businesses, which includes meeting with program managers to identify opportunities early in the acquisition phase. The OSBP plans to develop a forecast of procurement opportunities each fiscal year starting with FY 2009.

Department of the Navy

The Navy Office of Small Business Programs (OSBP) is implementing a strategic and execution plan that was developed by the Navy Acquisition Community in May 2007. In this Strategic plan the Navy established Command Champions for each of the small business concerns. The Command Champions were developed to increase awareness of the small business programs throughout the navy as well as develop commitment from the Commands to help increase small business contract awards. The Champion's responsibility is to increase Command awareness and increase contract award opportunities for its chosen small business concern will continue throughout FY 2009. The champions for the service-disabled veteran-owned small business (SDVOSB) are the Naval Air Systems Command (NAVAIR) and the U. S. Marine Corps

Installation and Logistics (MARCOR). Both Commanders from these Commands have issued letters endorsing their commitment to SDVOSB. The champion for women-owned small businesses (WOSB) is Naval Sea Systems Command (NAVSEA). NAVSEA has strongly endorsed increased contract opportunities for WOSB and conducted a WOSB conference this past year. The historically underutilized business zones (HUBZone) champion is Naval Facilities Engineering Command (NAVFAC), which has achieved great success with HUBZone contracting and will continue to push forth in FY 2009. The small disadvantaged business (SDB) champion is Space and Naval Warfare Systems Command (SPAWAR). This Command will be developing their strategic plan for implementing the Command Champions program in FY 2009.

The Navy Command champions as well as the Commands that are not designate champions are focused on other areas; such as, Program Awareness, Metrics and Oversight. Program Awareness of the Small Business Programs will be increased across each Command enterprise by promoting small business capabilities, providing training and publicizing successes. These elements will be supported by outreach to vendors, participation on the DoD SB Councils, partnership efforts with Procurement Technical Assistance Centers, training and communications. Metrics for the program will be based on establishing targets based on an accurate assessment of the business mix and a commitment to continuous improvement. Accomplishments will be tracked using data from FPDS and will be reported to Navy Senior Leadership. Oversight of the program will include Procurement Performance Management Assessment Programs (PPMAP) reviews and participation by the Small Business Specialists on Contract Review Boards at all levels of the organization. Items identified as best practices during PPMAPs will be exported to all activities and issues identified will be training opportunities. Additionally, the Navy OSBP, Military Sealift Command (MSC), and Space and Warfare System Command (SPAWAR) have developed and distributed Newsletters to Programs Managers, Contracting Officers and Senior Management providing pertinent news and training information and opportunities. The Navy OSBP office will continue to encourage each of the Navy's Head Contracting Activities (HCAs) to increase contract awards to small business across each small business concern; especially the Commands Small Business Champions.

Strategic Outreach

DoD OSBP plans to conduct or participate in several major outreach events in FY 09 to increase small businesses participation in DoD contracting, including:

The DoD Mentor-Protégé Conference

This annual conference, which will be held 2-5 March 2009 in San Francisco, California, provides valuable information and training to potential small business protégés and successful small business protégés and large business mentors.

The DoD Mentor-Protégé Program assists small businesses (Protégés) to successfully compete for prime contract and subcontract awards by partnering with large companies (Mentors) under individual, project-based Agreements.

During the conference the prestigious Nunn-Perry Award will be given to outstanding Mentor-Protégé teams formed under the auspices of the DoD Mentor-Protégé program.

SBIR Beyond Phase II Conference & Exhibition

DoD OSBP conducts an annual conference and technology showcase event featuring recent Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) Phase II award winners. The FY 08 conference will be held 2-5 September 2008 in Palm Desert, CA. The Conference and Exhibition will bring together recent SBIR Phase II award recipients, large Federal contractors, other middle market companies and systems developers, investment firms and companies providing services, products and technology to Phase II awardees. This multi-faceted event features "Technology Matchmaking" One-on-One sessions and educational tracks, in addition to an exhibition at which more than 200 companies will showcase their technologies and capabilities. The FY 09 SBIR Beyond Phase II conference will be held in the fourth quarter of the fiscal year.

The individual DoD agencies also conduct dozens of outreach events:

Department of the Navy

The Navy Office of Small Business Programs has had a strong commitment from senior management at its outreach events and these officials are readily available to speak to the small business community on the Navy's commitment to small business. During FY 2008 the Assistant Secretary of the Navy for Research, Development and Acquisition and the Deputy Assistant Secretary of the Navy for Acquisition and Logistics spoke at the Navy Blue Coast Small Business Conference. Similar support is planned for the FY 2009 Navy Blue Coast Small Business Conference (held in Virginia Beach, VA) and FY 2009 Navy Gold Coast Small Business Conference (held in San Diego, CA.)

Defense Microelectronics Agency (DMEA)

DMEA is sponsoring its annual GovLink Conference aimed specifically at Veteran owned small business. The conference will link small business with Government acquisition experts, DOD and other requiring activities as well as DOD prime contractors. Focused educational efforts include how to grow businesses through networking with key government and prime contractor decision makers, and veteran business owners, facilitating discussions between veteran-owned business owners/managers interested in contracting and subcontracting opportunities, and training sessions on contracting with the government and prime contractors. Also included is a tour of DMEA high-tech applied engineering Federal laboratory.

DMEA OSPB Director will continue to participate in Sacramento Area Small Business Council events and activities for FY 2009 as well as continuing in a in an executive role on the Western Regional Council for Small Business.

Defense Logistics Agency

The Defense Logistics Agency (DLA) has a variety of events scheduled for FY 2009. The current calendar includes:

Date	Location	Title
25-Sep-08	Philadelphia, PA	Defense Supply Center Philadelphia Domestic Sourcing Conference
8-Oct-08	Ft. Belvoir, VA	DTIC /DLA /DTRA Technology Expo
21-22 Oct-08	Houston, TX	SB Alternative Energy Conference (Energy Supply Chain Sponsor)
2-4 Nov-08	Las Vegas, NV	12th Annual National Industrial Fastener Show
Mar-09	Birmingham, AL	Annual UAB Business Opportunities Conference
Apr-09	Washington, DC	Congresswoman Norton's Annual SB Access to the Capital Fair/Expo
Apr-09	Newport, RI	Small Business Networking and Training Conference (Energy Supply)
Jun-09	Richmond, VA	Aviation Supply Chain Business Conference
Jun-09	Las Vegas, NV	5th Annual National Veteran Small Business Conference and Expo
Aug-09	Fayetteville, NC	Annual Defense Economic Development & Trade Show
Aug-09	Columbus, OH	Defense Supply Center Columbus Supplier Conference
Sep-09	San Antonio, TX	Small Business Networking and Training Conference (Energy Supply)

National Security Agency (NSA)

The National Security Agency plans to increase small business contracting in FY 2009 by hosting industry events to communicate future forecasts in the Spring (CLASSIFIED) and in the Fall (UNCLASSIFIED). Host two events during the year entitled, "Business In A Minute" where companies have the opportunity to have one-on-one round robins with prime contractors as well as agency personnel.

2. Describe how your agency intends to demonstrate top-level Agency commitment to small business contracting during FY 2009.

The Department of Defense Office of Small Business Programs Director, Mr. Tony Martoccia, has unlimited access to the Deputy Under Secretary of Defense (Acquisition and Technology), Dr. James Finley. Mr. Martoccia has weekly meetings with Dr. Finley to provide updates on small business program issues. Dr. Finley provides weekly briefs to Mr. John J. Young, the Under Secretary of Defense for Acquisition, Technology and Logistics on small business items.

DoD OSBP plans to coordinate with DoD leadership to develop policy and memorandums regarding small business programs and initiatives as appropriate during FY 09.

Senior DoD officials will also show commitment to small business contracting by participating or speaking at several small business conferences in FY 09, such as DoD's Mentor-Protégé Conference, the DoD SBIR Phase II Conference, the National Veterans Small Business Conference and more.

The Secretary of Defense, Robert Gates, is scheduled to be a presenter at DoD's Second Annual Service-Disabled Veteran-Owned Small Business (SDVOSB) awards. The 2008 SDVOSB awards, which will recognize FY07 performance, will be presented November 17, 2008 at the Pentagon Conference Center. These awards will include the Golden Talon awards (presented to acquisition professionals), the Prime Contractor Subcontracting awards, and the Achievement awards (for SDVOSBs).

The individual DoD agencies also plan to demonstrate high-level commitment to small business contracting:

Department of the Air Force

As stated in the FY 2009 Air Force Small Business Strategic Plan (AFSB SP) in support of accomplishing Goal 3, *Foster Awareness and Advocacy of Small Businesses Capabilities to Support Mission Needs*, Air Force Small Business will secure top leadership commitment to small business contracting by obtaining letters from the Secretary and major command commanders pledging their support and encouraging the support of the acquisition community for the program. SAF/SB will continue to apprise the SECDEF of the health of the program and will continue to develop relationships with top acquisition officials and brief Wing Commanders and MAJCOM officials. Leaders at all levels will be invited and encouraged to participate in small business events at their activities.

Department of the Army

The Army Office of Small Business Programs (OSBP) has prepared and will recommend that a memorandum be signed by the Secretary of the Army to the Army Commanders re-emphasizing the importance contracting with small businesses and of meeting or exceeding small business goals. The OSBP Director routinely visits the Commanders to review the command's small business program and to personally discuss the program with the Commander. The Director briefs the Secretary of the Army periodically during the fiscal year on the Small Business Program.

Washington Headquarter Service

Washington Headquarter Service's (WHS) top level leadership is cognizant that a vigorous small business program strengthens the United States economically and communally. For FY 2009, WHS top level leadership, during regularly scheduled meetings, will be updated on the status of small business procurement by the WHS Acquisition and Procurement Office. WHS leadership will demonstrate its strong commitment to small, small disadvantaged, women-owned, HUBzone, Veteran Owned, Service-Disabled Veteran and Native American/Alaskan tribal owned business by being vigilant in endorsing best practices that increase small business participation. The leadership will continue to make obligatory the policies and regulations that lead to more prime and subcontract awards to small businesses. It will maintain its standard of advising acquisition personnel to allot significant purchasing and subcontracting dollars to small business. It will persist in monitoring regularly the status of actual goaling percentages to ensure WHS is on target to meet, if not exceed, its FY 2009 goals. The leadership, when it deems necessary, will remind both acquisition and program personnel that small businesses are often innovative and can contribute vital skills, critical solutions and valuable human resources in support of their missions

Defense Advanced Research Projects Agency (DARPA)

Effective August 2008, DARPA's Small Business Program was organizationally realigned under the Director, Innovative Research, who reports directly to the Director, DARPA, is organizationally located on his personal staff, and allowed unfettered access. As a consequence of this reorganization, DARPA's leadership will have more insight into the program and can ensure emphasis on small business contracting.

Defense Commissary Agency

During this fiscal year DeCA's Office of Small Business Programs will brief the Director of Contracting quarterly on goal achievements and small business program issues. In addition, the Small Business Office provides annual input into the Director's performance appraisal regarding DeCA's accomplishments and strategies to promote and increase small business opportunities. What's more the Director of Contracting and Divisions Chiefs in the Contracting Directorate have a socio-economic element in their performance plans. Furthermore, the Small Business Team intends to show senior level commitment by having the Agency Director and Director of Contracting endorse memorandums renewing the Agency's commitment to meet or exceed the Agency small business goals. Finally, DeCA plans to have the Director of Contracting as the keynote speaker at its small business seminar, an industry day outreach event planned for 2009.

Defense Logistics Agency

DLA SB Program policy includes an assessment of how the Agency performs against our SB Performance goals and strategies to increase SB participation. This assessment is submitted to OSD OSBP and signed by the DLA Director. In addition, each DLA Supply Chain performs a semi-annual assessment that is signed by their Commander or Director and submitted to headquarters (HQs) DLA.

HQs OSBP tasked our major Supply Chain OSBPs with analyzing current and upcoming major acquisitions, and providing information for an enterprise-wide brief on the state of SB in DLA. The plan is to provide a briefing to the Director/Vice-Director in FY 09 that will highlight acquisition initiatives that are/will impact SB participation.

Every year DLA recognizes industry (large and SBs), customers, and individuals who demonstrated outstanding efforts to collaborate with DLA, to accomplish our mission of providing best value integrated logistics solutions to America's Armed Forces. Our Director approves each of the "DLA Business Alliance Awards" and presides over the ceremony that acknowledges and celebrates our partnership with each. Three of the award categories are Vendor Excellence, Innovative Business Performer of the Year, and Outstanding Readiness Support. For each of these categories, five of the six awards are given to SBs, one for each socio-economic area.

DLA presents annual awards to Employees who demonstrate outstanding support to the DLA SB Program. Awards are given for overall SB support and for each socio-economic category. The awards are approved by the DLA Director, are presented by the Director or Vice Director in a formal ceremony at headquarters DLA.

3. Describe how your agency intends to plan or has planned significant events to increase small business participation in the procurement process during FY 2009.

As discussed in response to Question #1 and DoD's strategic commitment to increasing small business contracting, DoD OSBP sponsors or conducts several annual outreach events to increase small businesses participation in DoD contracting.

The 2009 DoD Mentor-Protégé Conference will be held 2-5 March in San Francisco, California. The agenda and guest speakers for the FY 2009 conference are currently being finalized. The DoD Mentor-Protégé Program assists small businesses (Protégés) to successfully compete for prime contract and subcontract awards by partnering with large companies (Mentors) under individual, project-based Agreements.

DoD OSBP conducts an annual conference and technology showcase event featuring recent Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) Phase II award winners. The Department of Defense (DoD) SBIR and STTR programs fund a billion dollars each year in early-stage R&D projects at small technology companies -- projects that serve a DoD need and have commercial applications.

The FY 08 conference, "2008 SBIR Beyond Phase II Conference & Exhibition: Partnering to Advance Innovation" will be held 2-5 September 2008 in Palm Desert, CA. The Conference and Exhibition will bring together recent SBIR Phase II award recipients, large Federal contractors, other middle market companies and systems developers, investment firms and companies providing services, products and technology to Phase II awardees. This multi-faceted event features "Technology Matchmaking" One-on-One sessions and educational tracks, in addition to an exhibition at which more than 200 companies will showcase their technologies and capabilities.

DoD OSBP also supports two annual SBIR/STTR National conferences targeting firms interested in learning about and participating in the SBIR and STTR Programs. The next SBIR National Conference will be held on November 12-14, 2008. Additional FY 2009 conferences are still in the planning stages.

DoD OSBP will continue its support of the Annual National Veteran Small Business Conference and Expo by providing speakers, such as the OSBP Director, for the FY 09 event. .

DoD Agencies also have significant outreach and training events planned:

Defense Advanced Research Projects Agency (DARPA)

Small business participation is solicited through DARPA FY09 Broad Agency Announcements (BAAs) and their accompanying Industry Days. Small businesses that attend these meetings gain a better understanding of funding opportunities. Additionally, they are given an opportunity to discuss their ideas with DARPA program managers and other businesses. DARPA plans to conduct at least three visits during FY2009 to Historically Black Colleges and Universities/Minority Institutions (HBCU/MI) with engineering schools.

DARPA will be participating in the 10th Annual Technologies for Critical Incident Preparedness Conference & Exposition 2008, being held October 29-31, 2008. This event highlights DOJ, DHS and DoD's technology and training tools currently available and being developed for the emergency responder community, as well as provides a forum for emergency responders, business and industry, academia and local, tribal, state, and Federal stakeholders to network, exchange ideas and address common critical incident technology and preparedness needs, protocols, and solutions.

DARPA will be participating in the 2008 National SBIR Conference being held November 12-14, 2008. This event focuses on opportunities for networking and exchanging ideas with other technology companies, large corporations, manufacturers, potential investors, financial institutions, universities, and service providers.

DARPA plans to participate in the 2008 Defense Manufacturing Conference being held December 1-4, 2008. This event focuses on key manufacturing technology program development status, impact on system/subsystem development, acquisition and sustainment affordability, diminishing supplier sources, assuring domestic technology transfer and the opportunity for greater use of world-wide defense and commercial industrial processes and business practices for defense needs. Attendees will also have the opportunity to interface with over one hundred government, large and small business, and academic exhibitors that will depict current, near and far term manufacturing and sustainment initiatives and technologies in transition from the laboratory to the production floor.

National Security Agency

The Agency's Office of Small Business Programs hosts, at a minimum, twenty-two briefings entitled, "Doing Business with the National Security Agency." The numbers of registrants range from 26 – 40 and represent small businesses in all socio-economic categories.

The Agency's Industry Outreach and Facilitation group will host:

- 18 Tech Expos – throughout the year
- Two (2) "Business in a Minute" conferences
- NSA Commercial Acquisition Conference (NCAC) – FALL 2009
- NSA Acquisition/Industry Symposium (NA/IS) – SPRING 2009
- 12 Industry Outreach days that will host small, mid, and large companies to include internal organizations that can speak directly to capabilities and networking opportunities specific to the Agency

The Office of Small Business Programs will participate in the following events:

- SMART Procurement Conference, Congressman Bartlett, Frederick Maryland, October 31, 2009
- OSDBU Conference, Dulles Expo Center, April, 2009
- Mentor Protégé Conference, March, 2009
- 5th Annual Service-Disabled Veteran Small Business Conference, Las Vegas Nevada, June, 2009
- Tenth Annual SAIC Protégé Presidents' Forum

Washington Headquarter Service

Outreach events are a fundamental component of the WHS Small Business Office's agenda to raise small business participation in the procurement process during FY 2009. The Small Business Office will seek out opportunities to provide detailed information and counseling to small vendors. The goal is to reach out to the small business community and foster relationships with capable, qualified small businesses. Outreach activities will include:

- Providing counseling and marketing assistance to firms interested in doing business with WHS.
- Referring potential small subcontractors to WHS prime contractors.
- Inviting contracting and program personnel to meet with small business.
- Holding one-on-one meetings with small businesses to allow them to demonstrate their products, services, capabilities and qualifications.
- Participating in conferences sponsored by Federal, state, and local governments.
- Updating small business information on the WHS Website.
- Soliciting input from current small business contractors.
- Participating in special events for small businesses in general and events targeted to specific group(s) from amongst the designated socioeconomic categories.

Department of the Navy

The Navy OSBP annually conducts several major outreach events to increase small business participation in the procurement process. The Navy OSBP is co-sponsoring 3rd Annual Navy Blue Coast Small Business Training and Opportunities Conference on 12 -14 May 2009 in Virginia Beach, Virginia with Armed Forces Communication and Electronic Association Transformation Warfare (AFCEA East). The overall conference is expected to host more than 1,000 conference participants. The Navy Small Business parallel conference is anticipated to host over 200 small businesses attendees with a focus specifically on information and training on how to do business with the Navy.

The Navy OSBP is co-sponsoring the annual Navy Gold Coast (West Coast) Small Business Training and Opportunity Conference on 10 - 12 August, 2009 in San Diego, California with National Defense Industrial Association (NDIA). The conference is expected to host over 1,200 small businesses attendees with a focus specifically on information and training on how to do business with the Navy.

The Navy OSBP will be one of several major co-sponsors of the 5th Annual National Veterans Conference and Expo on 22 – 25 June 2009 which is expected to have over 1700 attendees. This conference will focus on veterans and service-disabled veteran owned small businesses.

The Navy OSBP is sponsoring its Small Business Training Conference with its Small Business Specialist and other Navy acquisition members on 2 – 5 December 2008 in Charleston, South Carolina. This conference is structured to provide pertinent training on eSRS, legislative updates, FPDS-NG and being an effective small business specialist.

The Navy will also participant in several conferences, which includes the 19th Annual OSDDBU Procurement Conference on 22 April 2009 in March 2009 and the DoD Mentor-Protégé

Conference in March 2009. Navy Senior Executives will play a major role as speakers, moderators and supporter of each mentioned above events.

Additionally, Navy Senior Executives will also support Command and Organizational hosted outreach events such as Armed Forces Communication and Electronic (AFCEA) s Navy IT Day. Also, the NAVICP Commander is scheduled to participate as the keynote speaker at a locally sponsored AFCEA event on "Doing Business with the Federal Government". During these conferences, Navy senior executives give detailed information and briefings on how they and /or the Navy are signing memos, letters and pushing initiatives in support of increase small business for all small business concerns.

National Geospatial-Intelligence Agency

The National Geospatial-Intelligence Agency (NGA) will continue to sponsor semi-annual Industry Outreach Forums to provide Industry Executives with NGA specific perspectives and schedules for upcoming procurement needs.

NGA will conduct semi-annual Senior Industry Contracts sessions to discuss methods for improving and streamlining Government-Industry processes and explore ways to increase and advance communications.

NGA Office of Corporate Relations Outreach Programs and Conferences will be performed throughout the year to provide more in-depth communications with industry on Agency requirements and technology challenges.

NGA will continue to conduct Pre-solicitation and Pre-proposal conferences to increase small business participation as applicable.

United States Special Operations Command

As in years past, the OSBP will continue to support numerous outreach events. The OSBP will participate in speaking engagements and serve on local small business outreach boards such as the Southeastern Regional Small Business Council sponsoring/supporting small business match-making events. In the past, the OSBP and TILO have been invited to participate in the National Defense Industry Association (NDIA) Special Operations Forces Low Intensity Conflict (SOFLIC) event in Washington DC. This event is strongly supported and attended by USSOCOM's top leaders. SOFLIC and similar events are planned in FY 2009.

In FY 2009, the OSBP is planning to conduct two small business day symposiums in Florida—one in Pinellas County and the other in Hillsborough County. The OSBP will team with state, county, and other federal government small business organizations, including local offices from the Small Business Administration, in executing these events. Match-making events for hard-to-meet focus areas (SDV, HUBZone, and HBCU/MI) are being planned. Senior USSOCOM leaders will be invited to attend and provide key speeches to reinforce the Commander's message on the importance of the small business community.

Defense Logistics Agency

Defense Logistics Agency (DLA) Small Business Offices sponsor, co-sponsor and participate in Business Fairs, Conferences, Seminars and Training events. Its HQ Office of Small Business Programs compiles a list or "Calendar of Events" DLA will support or sponsor each quarter, in an effort to target and track DLA participation in small business events.

In socio-economic categories where it may be a challenge for DLA to find sufficient small business concerns (e.g., SDVOSB manufacturers), DLA is taking a focused approach to locate, inform, educate, and increase their participation in DLA acquisitions. DLA identifies conferences and publications directed at these sub-groups of the small business community and target our participation towards each.

If there are a number of new small business concerns interested in doing business with DLA, some components hold a "roundtable discussion" that includes small and large businesses, small business specialists, acquisition personnel, and SBA representatives. The purpose of these discussions are two-fold: to educate them on doing business with DLA; and, to try and resolve challenges small business concerns face when doing business with DLA and the Federal Government.

Examples of FY 09 events and efforts are: Michigan's Defense Contract Coordination Center (DC3) and our Columbus OSBP are working together to expand opportunities for SBs in Michigan, who traditionally supported the automotive industry, to support combat vehicles. The teaming effort includes conducting training events, holding manufacturing conferences for SBs, and publishing articles on opportunities in the Land and Maritime Supply Chains.

Energy Supply Chain will sponsor two SB outreach events in FY 09, in different geographic locations, to market its mission in supporting the Warfighter, educate the small business community on how to do business with Energy, and identify competent, capable, and committed SBs.

Aviation Supply Chain emphasis in FY 09 will be on establishing standing relationships with aviation oriented associations, including the American Metalcasting Consortium, the Air Force Manufacturing Technical Assistance Production Program, and the National Center for Defense Manufacturing & Machining.

The OSBP at Defense Supply Center Philadelphia maintains liaisons with local Minority Business Development Associations, the Commonwealth of Puerto Rico Industrial Development Company (PRIDCO), the National Minority Medical Suppliers Association, and the National Minority Suppliers Development Council (NMSDC) in an effort to identify and assist disadvantaged firms with contracting potential in each of their four Supply Chains (medical, subsistence, clothing & textiles, and construction & equipment).

4. Demonstrates that small business data is accurately reported in FPDS-NG during the period.

DoD OSBP plans to continue efforts to ensure that the data that is input into the system is correct through training and reviews of the data. The Defense Procurement, Acquisition Policy (DPAP) is DoD's FPDS-NG lead and DoD OSBP works closely with DPAP to check the accuracy of the resulting data, as much as is possible, by running regular reports to identify major deviations with the data.

DPAP's Business Transformation Agency (BTA) developed a presentation for DoD FPDS-NG Training with "FPDS Tricks of the Trade" that is available on the DPAP website. DPAP recently drafted the, "FPDS Contract Reporting Data Improvement Plan," which will be finalized in FY 2009 for DoD contracting agencies.

Defense Acquisition University (DAU) offers SPS100 "SPS FPDS-NG System Administrator" and SPS101 "FPDS-NG User" to provide information required to work with the Standard Procurement System (SPS) and Federal Procurement Data System Next Generation (FPDS-NG) Integration at the system administrator and at the user level. SPS is the current standard contract writing system for DoD acquisition personnel.

DoD activities individually ensure the accuracy of the data input into the FPDS-NG system:

Department of the Navy

The Navy Office of Small Business Programs (OSBP) will continue strive and stress the importance for accurate data reporting from all of its Head Contracting Activities (HCAs) in FY 2009 to ensure that the data in Federal Procurement Data System – Next Generation (FPDS-NG) is accurate. To ensure that data is being reported correctly, the Navy is pushing to have its hierarchy corrected in FPDS-NG. The FPDS-NG database shows only nine (9) of the eleven (11) Navy HCAs. The Naval Supply Systems Command (NAVSUP) data includes data belonging to the Naval Inventory Control Point (NAVICP) and the Headquarter Marine Corps (MARCORP) includes data belonging to the Marine Corps Systems Command (MARCORSYSCOM). So, as an effort to ensure data accuracy, the Navy informed the Deputy Assistant Secretary of the Navy - Acquisition and Logistics Management's (DASN A&LM) office of the Navy's hierarchy problems within FPDS-NG. The Navy OSBP also stressed the importance of having the hierarchy corrected as soon as possible because other E-Systems initiatives that will be pulling data information from FPDS-NG, such as eSRS, will also report inaccurate data. The Navy OSBP is hoping that this is corrected by the end of FY 2008, if not, the effort will continue into FY 2009.

Additionally, the Navy will also be focusing on the accuracy of Contract Action Report (CAR). DASN and OSBP discussed training the Contracting Officers and Contract Specialist on the CAR at the Navy's Small Business Training Conference that is being held in Charleston, South Carolina from 1-5 December, 2008. Finally, the Navy plans to implement OSD's Federal Procurement Data System (FPDS) Contracting Reporting Data Improvement Plan during FY 2009.

Defense Commissary Agency

The Small Business Team will coordinate with DeCA SPS/FPDS-NG Systems Team to develop a FPDS-NG contract reporting data improvement plan to validate that small business data is being accurately reported. The plan will focus on areas such as validation and verification of data, corrective action plans, senior procurement executive certification. The plan will be established based on DOD memorandum dated July 25, 2008, subject, FPDS Contract Reporting Data Improvement Plan. Nevertheless, we continue to take the following actions to ensure our data input is accurately reported in FPDS-NG:

- Prior to award of significant contracts, a template of the coding actions is required for the contract review board to ensure proper information is provided in the Contract Action Report (CAR).
- Internal Procurement Management Review Checklist has an area focused on whether the CARs have been completed correctly upon obligation, deobligation, and when IDIQs are established.
- Quarterly reports of individual contracts are reported per Division. These are sorted by contract and contractor name and reviewed to ensure consistency in reporting within the same contract/contractor.

Defense Threat Reduction Agency

FPDS-NG reporting is an integrated module in our Standard Procurement System (SPS) contract writing software application. DTRA has funded onsite support from the SPS application developer, CACI, to assist our frontline contracting professionals with using SPS and FPDS-NG reporting.

Our CACI onsite contractor also supports senior DTRA managers to ensure that FPDS-NG Contract Action Reports (CARs) are both timely and accurate. CACI provides periodic reports to DTRA's Contract Policy Chief and DTRA's Director of Contracts regarding outstanding CAR's which are then utilized for management follow-up purposes. The CACI onsite support provides our Director, OSBP a very detailed Excel pivot table that permits our OSBP personnel to drill down into CAR data to verify accuracy.

Defense Logistics Agency

DLA is currently executing an "FPDS-NG Data Management Plan." The Plan assigns and defines responsibility for data validation, verification, and frequency to DLA personnel. Part of the plan is to provide certification of data accuracy and completeness to DOD at the end of each FY. As previously stated, DLA is fully committed to focusing resources and efforts on the accuracy of FPDS-NG data. It is important to recognize though, that unless certain issues are corrected with the FPDS-NG system, DLA's ability to fully execute and utilize our data management plan will be limited.

Data in FPDS-NG can also be impacted by how accurately SBs reflect their size and socio-economic status in the Central Contractor Registration (CCR). At outreach events, DLA SB representatives actively encourage SBs to ensure their information in the CCR is accurate.

United States Special Operations Command (USSOCOM)

United States Special Operations Command (USSOCOM)'s Department of Procurement (DoP) continues to refine its quarterly metrics process that has resulted in superb analysis of the contracting data of the entire Command's contracting actions. These reports are prepared and monitored by the HQ Procurement Management (Policy) Division Staff on a regular basis and reported with field/component contracting units during Quarterly Metrics Briefings to the Director of Procurement (and in the near future, the Director OSBP). The need for contracting data integrity through accurate Contracting Activity Report (CAR) submissions is one of the important issues discussed at these meetings.

USSOCOM's DoP has also increased training efforts on the CAR process. For example, the Directorate of Procurement's Management (Policy) Division has added a training block on proper CAR reporting to help improve data integrity of both small business and competition statistics. Moreover, the CAR process has been and will continue to be a mandatory training session at the USSOCOM Annual Procurement Training Conference.

5. Describe how your agency intends to ensure that policies and procedures are in compliance with subcontracting plans and attainment of subcontracting goals during FY 2009.

DoD OSBP has current policies and procedures to ensure compliance with subcontracting plans and attainment of subcontracting goals during FY 2009. Specifically, the Director, Defense Procurement and Acquisition Policy, issued a memorandum 19 July 2008 that established the goal to complete implementation of the electronic Subcontracting Reporting System (eSRS) to accomplish all associated end of FY 2008 subcontracting reporting in the system in Q1FY09 and requested the Components provide their implementation plans in July 2008. In FY 2009, the DoD OSBP will coordinate efforts with DPAP to ensure that all contractors with contracts containing a subcontracting plan have subcontracting reports in eSRS.

With focus on collecting all required subcontracting data, the OSBP will be able to develop, analyze the data and establish goals for each agency based on trends of that agency.

In an effort to ensure compliance with subcontracting plan requirements DoD has renewed focus on training the acquisition workforce. The DoD OSBP will continue to employ the Small Business Community of Practice site (CoP) at the Defense Acquisition University web page that contains information and training tools on subcontracting and implementing eSRS. The Small Business CoP will become an important location for the placement of information and tools, as well as a way to address any questions that the small business specialists, acquisition/contracting offices, and contractors may have regarding subcontracting. DoD will also develop a Continuous Learning Module for eSRS and subcontracting for DAU.

The Subcontracting Program Managers Team, chartered under the DoD OSBP, will continue to work on issues related to subcontracting including subcontracting management and compliance. Members include Air Force, Army, Navy, National Geo-spatial Agency, Defense Contract Management Agency, Defense Logistics Agency, and Missile Defense Agency. The team identified activities to pursue and accomplish during FY 2009. Items include assisting with DoD Implementation of eSRS; review/rewrite policy for the DoD Comprehensive Subcontracting Plan Test Program, develop web cast training and sample Source Selection Guidance for evaluation of Small Business Participation in DoD acquisitions, and drafting new DoD scorecard guidance for subcontracting.

DoD OSBP will continue to work with large prime contractors and Small Business Liaison Officers to improve compliance and increase subcontracting opportunities for small business.

DoD agency small business specialists will continue their participation throughout the entire acquisition process to engage program managers, requiring activities, and contracting officers on small business issues and provide advice that will lead to increasing subcontracting opportunities for small business and improving compliance with subcontracting requirements.

DoD will continue its focus on compliance by emphasizing past performance information regarding subcontracting and looking for ways to incentivize compliance with subcontracting goals and overall small business participation in the performance of contracts. Small business specialists encourage contracting officers and program offices to include small business subcontracting as a criterion for receiving contract performance incentives.

DoD's military departments and agencies have individualize subcontracting programs to ensure compliance and maximization of small business subcontracting opportunities:

The Department of the Air Force

As stated in the AFSB SP, Goal 1, *Create and Deliver the Right Small Business Options and Solutions to the Warfighter*, AFSB will improve attainment of subcontracting goals and compliance with plans by track subcontracting trends and performance, using tools such as Electronic Subcontracting Reporting System (e-SRS) and Federal Procurement Data System (FPDS-NG). We will also participate in the development of legislation and regulatory changes of the comprehensive subcontracting plan requirements. Many of the Air Force subcontracts continue to be administered by DCMA, and the Air Force works with this agency to evaluate subcontracting past performance. Contract Administrators and, when requested, small business specialists will continue to review contractor's achievement towards subcontracting goals in accordance with the subcontracting plan and use the results of the reviews to assist contracting officers in developing negotiation positions in source selections. In addition, a separate rating element for subcontracting in the Contractor Performance Assessment Reporting System (CPARS) will become effective in January 2009. This element will rate the contractor's compliance with its small business subcontracting plan. Further, SAF/SB plans to make subcontracting progress an agenda item for all Program Management Reviews.

Defense Contract Management Agency

The Defense Contract Management Agency (DCMA) Office of Small Business Programs (OSBP) has responsibility for reviewing subcontracting plans and the small business subcontracting programs of Defense contractors for contracts delegated to DCMA for administration, to include those participants in the DoD Comprehensive Subcontracting Plan (Test Program). In addition to Federal regulations, DCMA has internal processes and procedures (DCMA Guidebook) to define how contractor subcontracting programs shall be reviewed for compliance with statutory and regulatory requirements. DCMA has instituted monthly metrics reporting mechanisms and automated data collection systems to track contractor performance.

All Small Business Specialists (SBSs)/Assistant Directors for Small Business (ADSBs) across the OSBP will complete eSRS training and develop proficiencies in using this system by the end of FY08. Even though DCMA will not be responsible for acknowledgement of Individual Subcontracting Reports in eSRS, DCMA SBSs/ADSBs will have the capability to review/analyze these reports to assist contracting offices during FY09 to identify any required corrective actions to improve prime contractor performance and ensure plan compliance to put forth good faith effort to meet/exceed all goals.

The DCMA OSBP will continually collaborate/coordinate with Military Service and other Defense Agency customers to focus subcontracting program reviews on major or other programs of interest, identify program deficiencies, and implement corrective action plans to improve subcontracting performance.

Defense Threat Reduction Agency

The Defense Threat Reduction Agency (DTRA) has a long standing initiative to increase small business participation by maximizing subcontracting opportunities. DTRA accomplish this initiative primarily by including minimum subcontracting percentages for small business its Request For Proposal (RFP) evaluation criteria. Minimum RFP small business subcontracting goals are established based on the individual RFP technical requirements and market research.

Washington Headquarter Service

WHS acquisition personnel will continue to familiarize or re-familiarize themselves with the rules, regulations and WHS Operating Instructions regarding when subcontracting plans are required. The Small Business Program Office will review contracts to identify those that should have Subcontracting Plan requirements. Contracting staff and the Small Business Office will review submitted subcontracting plans to ensure they are correct and complete. WHS will ensure that subcontracting plans include percentage goals for specified and appropriate socioeconomic concerns and will detail how the contractor will achieve the goals.

The Small Business Office will offer strategies for expanding subcontracting opportunities for small, small disadvantaged, women-owned, HUBZone, veteran-owned and service disabled veteran-owned, and Alaskan Native Corporations and Indian Tribes small businesses. Contracting personnel will be encouraged have a reasonable amount of small and socioeconomic business subcontracting as an evaluation factor in solicitations.

WHS' Small Business Office will continue to monitor and report on prime contractors and their large business subcontractors for compliance of the socioeconomic subcontracting Award Fee factor stipulated in their contracts. The Small Business Office communicates monthly with the prime contractors to discuss subcontracting activity and future opportunities for small companies. WHS also maintains a database of small companies that can be accessed by contracting staff and vendors for possible prime contracting, subcontracting and teaming opportunities.

Defense Financial Accounting Service

Defense Financial Accounting Service (DFAS) OSBP diligently involves itself in the upfront acquisition process with the contract specialist, contracting officer, and the applicable program office to ensure no unjustified bundling or consolidations are occurring in DFAS-CSD. In FY08 DFAS OSBP coordinated on an acquisition in which OSBP informed the program office based on review of their acquisition strategy, the program office was potentially pursuing an unjustified 8(a) consolidation/bundling procurement by consolidating previous separately awarded 8(a) contract requirements under one 8(a) award for an estimated contract value of \$35M. After further discussions with DFAS-OSBP and the regional SBA Office in explaining 13 C.F.R. 126.607 as it relates to 8(a) and HUBZone considerations, and reviewing Bundling and Consolidation information in DFARS 207.170, the program office agreed to pursue separate 8(a) requirements rather than one consolidation.

6. Describe how your agency intends to demonstrate or no unjustified bundling will taken place during FY 2009.

It is DoD OSBP's goal to eliminate all unjustified bundling within DoD. To assist with ensuring no unjustified bundling occurs, DoD OSBP developed a Bundling Benefit Analysis Guidebook in October 2007 as a reference for DoD acquisition strategy teams in performing a benefit analysis prior to consolidating or bundling contract requirements. Any contracting actions that are consolidated are done in accordance with the appropriate regulations. The Bundling Guidebook will be reviewed in FY 09 to ensure it still contains the most timely and relevant information regarding bundling. If necessary, an updated version will be issued.

DoD OSBP will run the standard FPDS-NG Bundling Report quarterly to track all bundled actions. Any actions coded as bundled will be reviewed with the appropriate agencies to ensure that the actions were properly coded.

The DoD agencies' small business offices are integral to ensuring no unjustified bundling has taken place:

Department of the Army

Procedures are in place in the Army to ensure actions are reviewed by small business specialist to ensure compliance with bundling regulations. Army OSBP is notified if a proposed acquisition strategy involves substantial bundling that is unnecessary or unjustified or is not identified as bundled by the contracting activity.

The Small Business Advocate at the Army contracting commands participate in the strategy development phase of proposed acquisitions to eliminate the chances of unjustified bundling of requirements.

As a member of the Army Acquisition Service Strategy Panel, the OSBP Director reviews all new major acquisition strategies to ensure requirements are not unjustifiably bundled.

Department of the Navy

The Navy Office of Small Business Programs (OSBP) will act in accordance with NMCARS PART 5207 ACQUISITION PLANNING section 5207.107 Additional requirements for acquisitions involving bundling. All requests for NAE determinations are submitted through DASN (A&LM).

NMCARS section 5207.170-3 establishes approval authority for the determination that use of a consolidated contract is necessary and justified is delegated to—

- (i) DASN(A&LM) for actions at or above \$50,000,000,
- (ii) the HCA for actions below \$50,000,000. HCA authority may be delegated only to the Deputy/Assistant Commander for Contracts, a Flag or General Officer or SES who is a member of the Acquisition Professional Community, or, for commands/locations without a local SES/Flag/General Officer, to the Commanding Officer, but not further.

Compliance with these requirements is reviewed with the assistance of the small business specialist involvement in the acquisition planning stages, Contract Review Boards and the PPMAP team oversight of the contract actions.

United States Transportation Command

The United States Transportation Command (USTRANSCOM) Director of Small Business Programs is a required coordination and signature on all USTRANSCOM procurement divisions' Acquisition Plans (AP). This coordination and signature on the AP is performed in conjunction with the required review of the DD Form 2579 and supporting documents, to ensure, among other things, that no unjustified bundling is considered.

Defense Contract Management Agency

The DCMA Procurement Center and OSBP work collaboratively with legal counsel to analyze all procurements to ensure no unjustified bundling takes place. All DD Form 2579's over \$10,000 are signed by the Agency Small Business Specialist to ensure that the appropriate acquisition strategy and contracting method are executed that preclude bundling/consolidation of requirements historically suited for and/or performed by small business. Strategies are developed that optimize prime contract and subcontracting opportunities for small business. The collaborative activities of the Procurement Center and OSBP have resulted in both the breakout and consolidation of various IT requirements for the benefit of small business, particularly SDVOSBs. The historical success in utilizing the VETS IT GWAC has demonstrated to customers that efficiencies can be achieved by coordinating consolidation of requirements to secure better pricing, technical support and warranty terms.

Defense Advanced Research Projects Agency (DARPA)

The DARPA Small Business Program Director is a required coordination and signature on all DARPA procurements requests. This coordination is required among other purposes, to ensure that no unjustified bundling occurs.

Department of Defense Education Activity

Department of Defense Education Activity (DoDEA) conducts a pre-review panel of solicitations for procurements to ensure that adequate market research has been performed and that the appropriate acquisition strategy is applied. DoDEA does not have evidence of consolidation of multiple requirements and does not foresee any for FY 2009.

Defense Microelectronics Agency (DMEA)

During program management reviews of DMEA's \$500 million advanced technical services procurement contract, prime contractors are required to provide an overview of subcontracting efforts and possibilities for additional new business opportunities. ACOs conduct periodic surveillance to ensure compliance with subcontracting plans, maintain documentation of contractor performance, and advise PCOs of issues, concerns, or noncompliance.

DMEA is working with its large prime contractors to improve compliance and increase opportunities by analyzing ways to incentivize compliance with stated goals. One possibility being investigated is tying a portion of the award fee on a major cost plus fixed fee multiple award contract to subcontracting successes, and/or developing a socioeconomic subcontracting Award Fee factor for inclusion in future awards.

Defense Logistics Agency

DLA does not do unjustified bundling. The Agency has established documented policies and procedures in place to ensure that no unjustified bundles take place.

Within DLA, all proposed acquisitions of more than \$1 million that may result in the bundling of requirements must be approved by the DLA Integrated Acquisition Review Board (I-ARB). The I-ARB, headed by the DLA Senior Procurement Executive, reviews all major proposed acquisitions. The DLA OSBP is an advisor on the Board.

DLA policy requires that the Acquisition plan for a proposed bundled contract must provide written documentation to show the bundle is "Necessary and Justified." The two-part determination is made with the aid of market research. It means not only that the bundle is considered essential from a management perspective, but also that the benefits accruing from the bundling of requirements, as compared to not doing so, would be measurably substantial (as defined in FAR 7.107(b)).

For DLA acquisitions less than \$1 million, an advance acquisition-planning template must be completed by the contracting activity for a proposed bundled contract and submitted to HQs DLA for approval.

7. Describe how your agency intends to plan or has planned training to contracting staff/managers in executing small business/socioeconomic procurements during FY 2009.

DoD OSBP believes that training is key to a successful small business program and provides many opportunities for DoD acquisition personnel to gain training.

In 2008, DoD OSBP made a decision to expand its small business training conference from every other year into an annual event to better serve the needs of DoD's small business acquisition community. The FY 09 training conference, which will provide specialized training to small business directors, small business specialist, contract officers and specialists and program officers and analysts on a range of small business topics from the socio-economic programs to small business data integrity issues, will be held in June in San Francisco.

DoD OSBP also conducts an annual DoD SBIR/STTR Training Workshop, planned for April 2009. This annual event brings together 250+ SBIR administration and support personnel from across the Department to discuss developments in the program and receive training on all aspects of program implementation. The objective of the event is to provide a venue for the sharing of best practices and new policies and procedures to enhance the effectiveness of SBIR/STTR program implementation. This event is sponsored by DoD OSBP, with lead planning coordinated with the military departments on a rotating basis.

Additionally DoD OSBP office works with the Defense Acquisition University (DAU) to ensure that there are appropriate small business training classes for small business specialists. The DoD OSBP is currently worked with DAU to update the CON 260 "Small Business Specialist," course, a hybrid course covering all aspects of the small business program consisting of 16 online hours and three classroom days. OSBP Staff is also working with DAU to develop specialize training on Service-Disabled Veteran Owned Small Businesses (SDVOSB).

DAU also offers on-line "continuous learning" modules on small business topics such as HubZone, market research, set-asides for small business, and the SBIR/STTR program.

DoD Acquisition Personnel are required to have Defense Acquisition Workforce Improvement Act (DAWIA) Certification in Contracting, which is a standardized training program that includes coverage of small business programs. Once certification is gained, acquisition personnel are required to obtain 80 hours of continuous learning credits to maintain certification.

DoD OSBP and DAU jointly developed an on-line Small Business Community of Practice (COP) hosted on the DAU website to as a practical training resource. This Community of Practice provides an easy-to-use on-line source of small business program information for the acquisition workforce. DoD OSBP will be revamping the COP in FY 09.

DoD agencies also place a priority on training programs for acquisition and small business personnel:

Missile Defense Agency

The MDA OSBP is planning several training events and conferences to enhance and reinforce the knowledge and skills of the MDA acquisition workforce and assure compliance with appropriate regulations and directives. Training events for FY 09 include:

- Wide Area Work Flow
- Electronic Subcontracting Reporting System (eSRS) implementation
- DD Form 2579 Process/Checklist
- Conducting Market Research
- Contract Action Reports (CARs) Completion

Department of the Air Force

The Air Force Small Business specialist at each installation engages in continual training of the contracting personnel at the installation on the latest rules, trends, challenges and programs affecting small business. So far in FY '08, the Director has addressed the contracting squadron at Los Angeles AFB, Scott AFB, Wright Patterson AFB and Hanscom AFB. These visits include briefing top contracting leaders as well as the workforce. The Deputy Director held an hour long training session at Edwards AFB. The Associate Director conducted a similar session at the Bolling AFB Contracting Training event in November. The Air Force Outreach Program Office (now known as the Air Force Small Business Solutions Center) sets up an information booth at contracting events whenever possible. During the FY 07 Air Force Contracting Training Conference, the outreach office interacted with hundreds of AF Contract Specialists during an entire week. Many incorporated the training materials provided into training sessions when they returned to their installations. Information is included at those directs them to our Small Business Learning Center located at <http://www.selltoairforce.org>.

Defense Contract Management Agency

The DCMA Procurement Center assigns contract specialists and coordinates with the OSBP to provide group training on small business procurement programs and requirements. Training objectives for FY09 will continue to focus on market research and utilization of tools such as CCR and Center for Veteran's Enterprise Vendor Information Profile database to increase small business procurements, sole source procurements and strategies to migrate to small business procurement programs, how to ensure credit for reporting all applicable small business data on contract awards through correct identification of vendors in the various web-based systems (CCR, VIP, etc), and how to implement/interpret new regulatory guidance.

The DCMA OSBP, while conducting and collaborating on reviews of agency DD Form 2579s, will identify Small Business Program areas requiring improvement and develop and deliver specialized training as appropriate.

The DCMA OSBP, included as part of Phase I deployment of eSRS, has integrated the Procurement Center as part of the Agency's eSRS training program to ensure eSRS implementation across DCMA by April 2009.

The DCMA OSBP will re-institute support of DoD Regional Councils for Small Business Advocacy during FY09. These forums serve as opportunities to educate/inform and provide training to other DoD and industry contracting professionals on topics such as eSRS, subcontracting program reviews/rating criteria, Mentor-Protégé Program reporting and return on investment, and subcontracting indirect cost and purchase card allocation and reporting.

Department of Defense Education Activity

The Department of Defense Education Activity (DoDEA) conducts quarterly, informal training and information sharing with contracting staff, contracting officers, and managers regarding the most current status of the current year small business/socioeconomic procurements. These informal sessions may be done as part of the weekly Division staff meetings, brown bag lunches, management off-sites or scheduled training events.

United States Special Operations Command

The United States Special Operations Command (USSOCOM) Office of Small Business Programs (OSBP) conducts training and Newcomer's Orientation for the HQ USSOCOM DoP Contract Specialists and Contracting Officers on a regular basis at each of the various locations in Tampa and the contracting staffs at Component Field Offices. As discussed in preceding paragraphs, the HQ USSOCOM DoP hosts an Annual Procurement Training Conference. At this event, the OSBP conducts training and provides updates in the small business areas to all of the Command's attendees.

In FY 2008, all HQ USSOCOM personnel were provided annual training on market research, the Small Business Coordination Record (DD Form 2579), the HBCU/MI Program, and marketing to USSOCOM. Due to budget constraints for travel expenses, training presentations are posted on the HQ USSOCOM DoP intranet portal for field contracting units to use and reinforced in person at the Annual Procurement Training Conference. Additionally, the HQ Procurement Management (Policy) Division kicked off its robust training program in Jun 2008. The OSBP has been asked to schedule several days of training throughout FY 2009.

All personnel were encouraged to enroll in DAU Small Business Program Part A (On line) and Part B (Residency) course. The DAU/OSD OSBP Small Business Community of Practices on line resources was introduced as a training resource. This Community of Practice has provided an easy-to-use on-line source of small business program information for the acquisition workforce.

National Security Agency

The National Security Agency (NSA) Office of Small Business Programs provides quarterly mandatory training for contracting officers and contracting specialists. The following is a typical agenda for this training period:

- OSBP Mission and Staff
- Performance Goals
- "The Way Ahead"
- Threshold Increases

- Procurement Programs, i.e. 8(a), SDVOSB, HUBZone
- Focus for FY08 – Subcontracting Monitoring, Raising SDVOSB Performance
- Issues, i.e. Compliance with Acquisition Plan, Dissolve Set-Asides, and Non-Manufacturer's Rule

The Office of Small Business Programs also provides training for the new Small Business Specialists and Business Managers throughout the year as new hires come into the Acquisition Directorate.

8. Describe how your agency intends to collaborate on formulation of small business procurement policy initiatives during FY 2009.

DoD OSBP will be as responsive and participate as much as possible with the SBA on procurement policy initiatives. Any DoD small business procurement policy initiatives will be shared with SBA prior to issuance.

DoD OSBP will continue its strong participation with SBA's Small Business Procurement Advisory Council (SBPAC) and membership in the SBPAC Executive Committee on Goaling. DoD OSBP staff also will continue their active roles in the FAR and DAR Councils.

Additionally the larger DoD agencies also are involved in procurement policy initiatives:

Defense Contract Management Agency

The DCMA Deputy Director of Small Business sits on the Small Business subcommittee for both the DAR Council and Far Committee. Further, the re-alignment of the OSBP under the DCMA Executive Director for Contracts promotes synergy with the current contract Policy Division. The DCMA DAR Council representative is a direct report under the Policy Division; this provides continual collaboration with the OSBP that provides for consideration of potential impacts/issues affecting small business on all FAR/DFARS cases, not just those referred to the applicable Small Business Committees.

DCMA will look to increase participation in DoD Regional Councils for Small Business Advocacy during FY09 and leverage these forums to identify new or revised small business policies and initiatives. These new or revised policies/initiatives will be coordinated with the Small Business Director who in turn will coordinate with counterparts in the Military Services, Other Defense Agencies and the OSD OSBP to identify working groups, IPTs or other activities necessary to process proposed policy and implement initiatives through the appropriate forums (i.e. FAR/DAR Council, AT&L Policy Letters, etc.).

In 2003, DCMA negotiated a Memorandum of Understanding (MOU) with the SBA on performing joint subcontracting program compliance reviews. Given the recent 5-year anniversary of this MOA, DCMA and SBA have established a working group to update this MOU to synchronize and standardize subcontracting program review procedures and formats to the maximum extent practicable; clarify authorities, roles, and responsibilities when conducting joint reviews; update subcontracting program rating criteria to give greater consideration to program elements compared to program goals; facilitate improved communications and distribution of data between the organizations and recognize on-going implementation of eSRS within DoD. Forecast completion of this updated MOU is by the end of March 2009.

Department of the Air Force

Air Force Small Business (AFSB) is proactive in participating on committees, steering groups and IPTs for the purpose of formulating small business policy initiatives. AFSB has a representative on the OSD SB Subcontracting IPT, the FAR Small Business Team and the DFARS Council. AFSB will continue to actively work with the subcontracting IPT to develop

source selection evaluation factors that will foster improved development and enforcement of subcontracting plans. The team will be working to implement the AFSB initiated and DoD adopted initiative to establish subcontract performance as a separate rating element in the CPARS. AFSB will work with the DFARS Council to develop a way ahead plan for the FY 09 comprehensive subcontracting plan, as well as a means to ensure small business is the default consideration for strategically sourced acquisitions. As a member of the FAR Small Business Team, AFSB will continue to work on developing small business policy. AFSB is assisting AF Contracting with deploying eSRS across the Air Force.

Department of the Army

The Army Small Business Office actively participates in small business policy formulation and has a member on the FAR Small Business Team and the DAR Small Business Committee. It also collaborates with Army Contracting Policy and other DOD Components on Legislative Initiatives that support small business.

Department of the Navy

The Navy Office of Small Business Programs (OSBP) will continue its collaboration to formulation small business procurement policy initiatives during FY 2009 by the following:

- Navy Small Business training conferences (1-5 December 2008)
- NAVFAC's Small Business web-based training
- Defense Acquisition University (DAU) training
- Streamlining the requirements for small business specialist
- Two-year 80 hours training requirements

9. Agency submits by attachment copies of all strategic plans and annual reports that became due to SBA during the reporting period

DoD OSBP recognizes the importance of timely submissions of reports to SBA. To that end, DoD OSBP has created an on-line office calendar with electronic reminders for all reporting requirements that were identified by SBA in the Scorecard Guidance.

Per an e-mail from Greg Hall dated 4 August 2008, the following report issue as part of this submission, and is attached hereto:

- Progress Report on Increasing Opportunities for Women-Owned Small Businesses (3 pages)